

~~SECRET~~Personnel  
Planning

HRPS/OP

AGENCY ATTRITION REVIEW  
(OCTOBER 1978 - MARCH 1983)

INTRODUCTION

1. The attached information on Agency attrition cannot be viewed in simplistic terms. As an example, Agency attrition is much lower than Federal attrition:

GS Employee Separations - FY 1981

	<u>FEDERAL</u>	<u>CIA</u>
Population =	1,290,000	
Separations =	154,314	
Resignations =	42%	
Retirements =	20%	
Other =	38%	
Attrition Rate =	12%	5%

25X1

In addition to the perspective gained by viewing Agency attrition against Federal levels, it is also useful to view a number of separation factors in combination with each other. As an example, in terms of numerical size the attached data would purport to show that the typical separating employee was a non-minority male operations employee from the DDO who was retiring with an advanced degree at 50-60 years of age with 25/35 years of Agency service. In an effort to facilitate a clearer understanding of the complex topic of attrition, we have provided data on a number of separation factors, including:

- Reason
- Fiscal Year
- Educational Level
- Directorate
- Occupational Groups
- Sex
- Minority Status
- Age
- Length of Agency Service

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Agency Attrition Review  
(October 1978 - March 1983) - Continued

The material that follows represents an effort to highlight the significance of these factors as shown in the attached statistical review.

Reason for Separation

2. Although the reasons for Agency employee separations do not show a dramatic change over the last five years, the low level of our retirements in FY 1981 and FY 1982 resulted in showing larger percentages for personal and job separations. Retirements by far, however, are consistently the leading reason for separation.

Fiscal Years

3. It is quite evident that the number of Agency separations has been shrinking by about 5% per year since FY 1978. This is particularly significant in view of our increasing Agency strength since FY 1979. A significant reduction in FY 1981 and 1982 retirements may be explained by the lack of "Early Out" retirements being offered since FY 1980. A simple projection of FY 1983 separations to date, would indicate FY 1983 separations roughly equivalent to FY 1982.

Educational Levels

4. By far, the predominant educational level of separating Agency employees is "Advanced Degree". For the purpose of this study, "Advanced Degree" is defined as having completed academic work beyond the Bachelor's degree. The large percentage (64%) of our separating employees with advanced degrees is particularly surprising when noting that only 44% of all of our Agency employees have college degrees at, at least, the Bachelor's level. The reasons for the separation of employees with advanced degrees seem to be on a par with the Agency norms, with only about a 4% shift from retirements to resignations for job or personal reasons. However, it maybe useful to study this factor in more detail.

*Could the academic work be a degree*

Directorates

5. The Directorate attrition rates vary because of a number of factors, including reassignments between Directorates. For FY 1982, the Agency attrition was as follows:

CIA = 4.5%  
DDA = 6.4%  
DDO = 2.5%  
DDS&T = 4.5%  
DDI = 3.3%  
DCI = 4.3%

The attached data shows the distribution of actual separations by reasons, within Directorates. It is not surprising that the DDA and DO have the largest retirement groups, and the other Directorates are more equally spread among all the various separation reasons.

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## Agency Attrition Review

(October 1978 - March 1983) - Continued

Occupational Categories

6. The operations and communications categories are separating for predominantly retirement reasons. The other occupational categories are spread more evenly over the various reasons for separation. Since FY 1978, a trend is discernable which has reduced the percentage of operations retirees and increased the percentage of Analytical and Technical retirees. However, this change in DDO retirements may only reflect the impact of the FY 1978 and FY 1979 DDO cuts, and the lack of FY 1981 and FY 1982 "Early Outs".

Sex

7. Male reasons for separation show dramatic differences from those of female employees. While females leave primarily for personal reasons, personal reasons is the least prevalent reason for males. While male retirements are more than twice the combined percentages of resignations for job and personal reasons, female retirements amount to less than half of the percentages for job and personal resignations. It is quite evident that females have a far different career pattern in the Agency than males.

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Minorities

8. The separation patterns for minorities show a significant deviation from non-minorities. However, care must be taken in evaluating this data because of the small size of the minority separations. In addition, the minority separations differ from non-minorities by being 40%, rather than 27% clerical. Even with this in mind, however, it is surprising that the number separating through firing is roughly equal to the number resigning for either job or personal reasons.

Age and Agency Service

9. Not surprisingly, most employees who resign for personal or job reasons do so in their 20's or 30's. The overwhelming reason for separations after age 40 is retirement. The same type of factor is true of employees with less than 15 years of service. Those with more than 15 years of service are more likely to separate for retirement, while those with less than 15 years of service are more likely to resign because of job or personal reasons.

10. HRPS will continue to review Agency attrition factors on a time-available basis. However, a considerable amount of detailed information has been structured concerning Agency separations since FY 1977, and this data is readily available to respond to any questions of specific interest.

Attachments: Factor Separation Charts

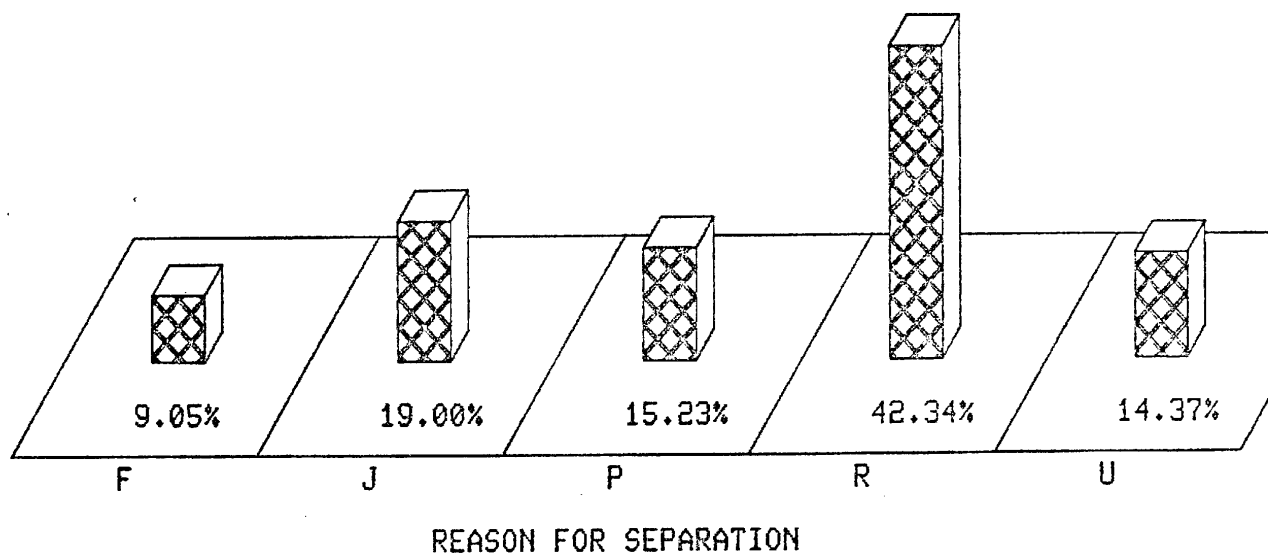
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SEPARATION REASON

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## SEPARATION REASONS DURING LAST 5.5 FISCAL YEARS

PERCENTAGE BLOCK CHART



LEGEND:

F=TERMINATION J=JOB FACTORS P=PERSONAL FACTORS  
R=RETIREMENT U=UNKNOWN REASON

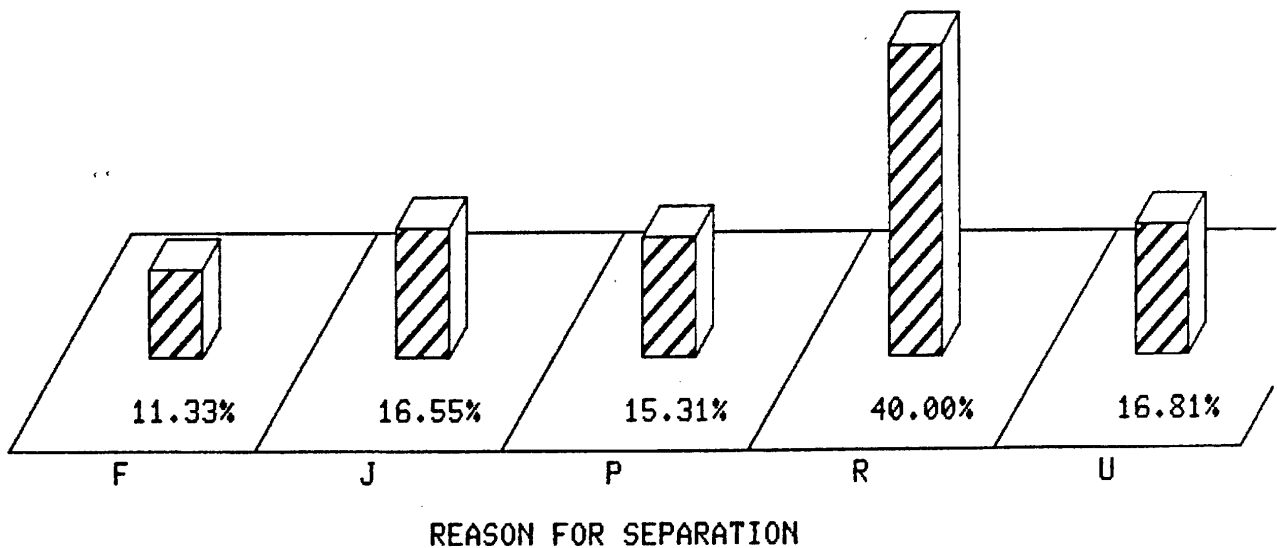
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# SEPARATION REASONS FOR EACH FISCAL YEAR

YEAR=78

PERCENTAGE BLOCK CHART



LEGEND:

F=TERMINATION J=JOB FACTORS P=PERSONAL FACTORS  
R=RETIREMENT U=UNKNOWN REASON

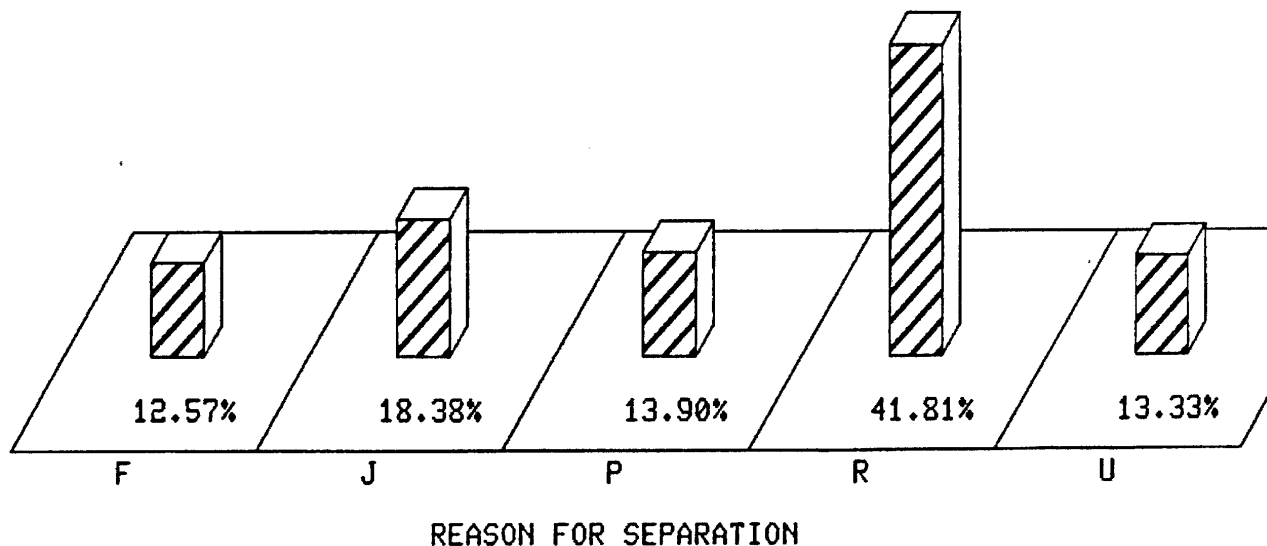
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# SEPARATION REASONS FOR EACH FISCAL YEAR

YEAR=79

PERCENTAGE BLOCK CHART



**LEGEND:**

F=TERMINATION J=JOB FACTORS P=PERSONAL FACTORS  
R=RETIREMENT U=UNKNOWN REASON

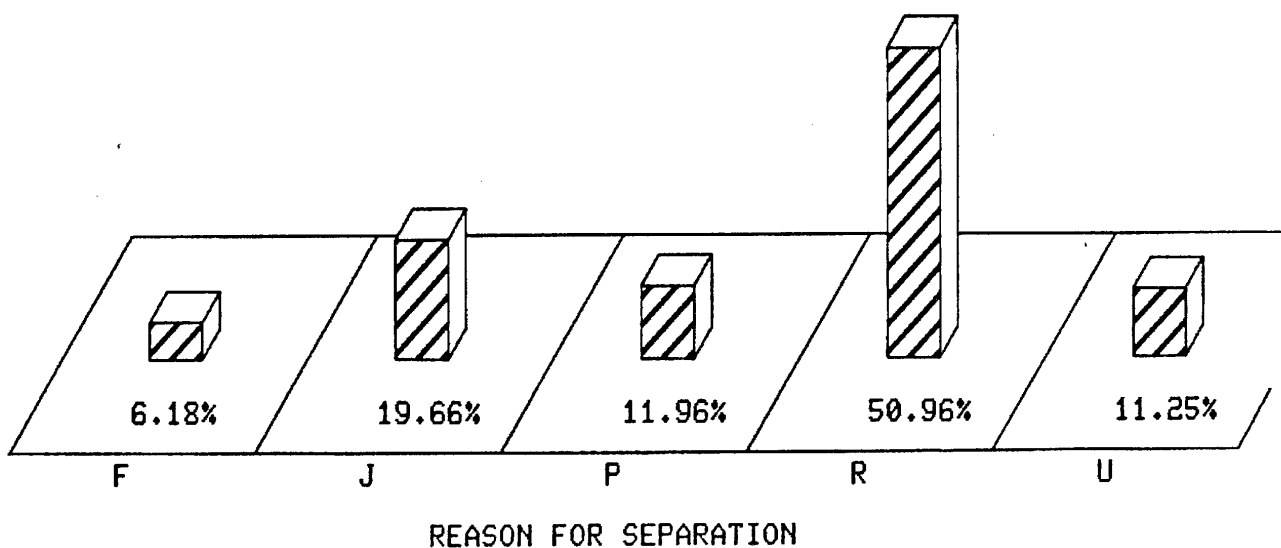
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# SEPARATION REASONS FOR EACH FISCAL YEAR

YEAR=80

PERCENTAGE BLOCK CHART



LEGEND:

F=TERMINATION J=JOB FACTORS P=PERSONAL FACTORS  
R=RETIREMENT U=UNKNOWN REASON

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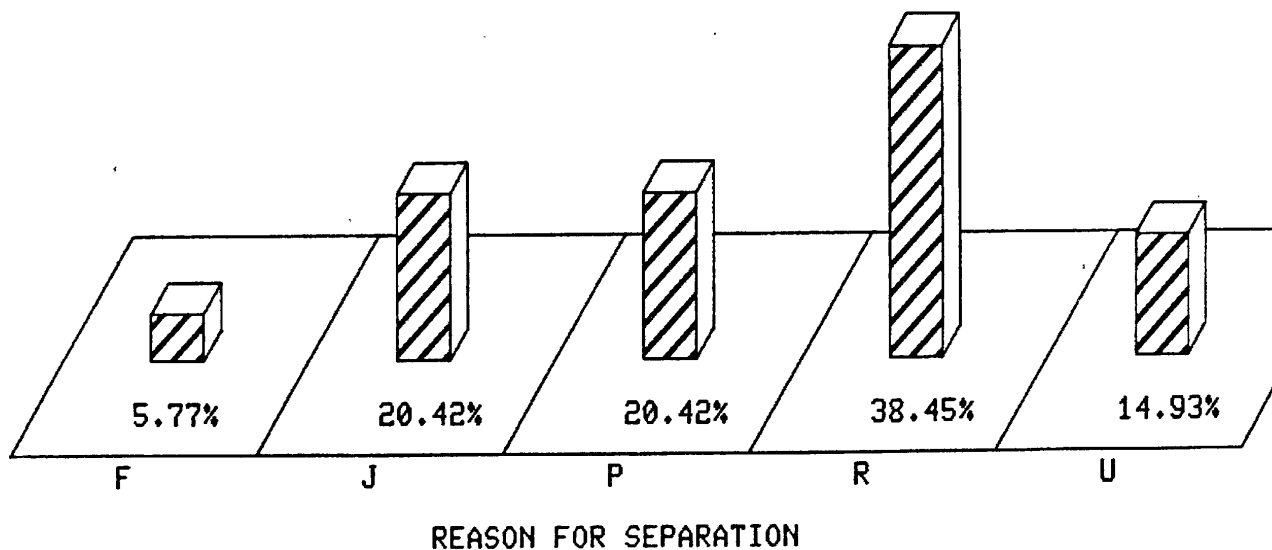


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# SEPARATION REASONS FOR EACH FISCAL YEAR

YEAR=81

PERCENTAGE BLOCK CHART



**LEGEND:**

F=TERMINATION J=JOB FACTORS P=PERSONAL FACTORS  
R=RETIREMENT U=UNKNOWN REASON

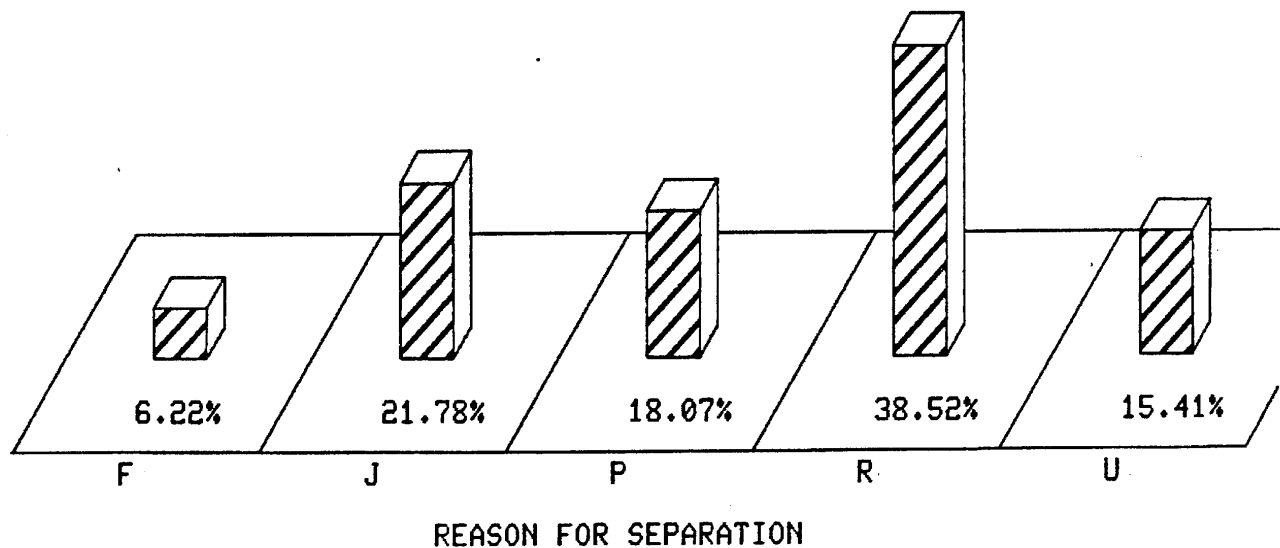
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# SEPARATION REASONS FOR EACH FISCAL YEAR

YEAR=82

PERCENTAGE BLOCK CHART



LEGEND:

F=TERMINATION J=JOB FACTORS P=PERSONAL FACTORS  
R=RETIREMENT U=UNKNOWN REASON

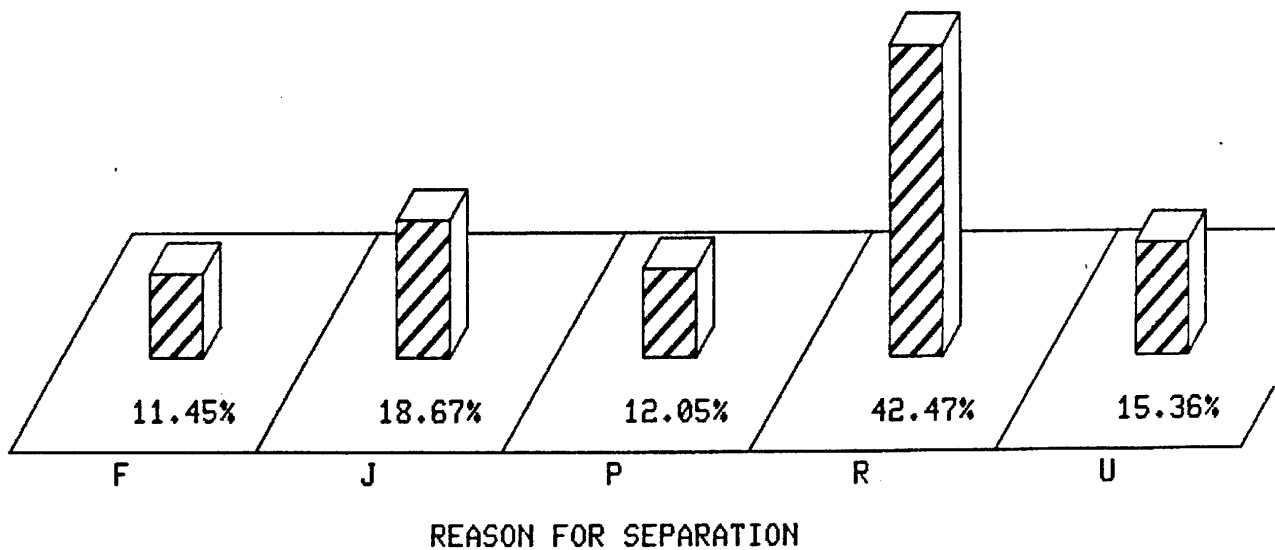
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# SEPARATION REASONS FOR EACH FISCAL YEAR

YEAR=83

PERCENTAGE BLOCK CHART



LEGEND:

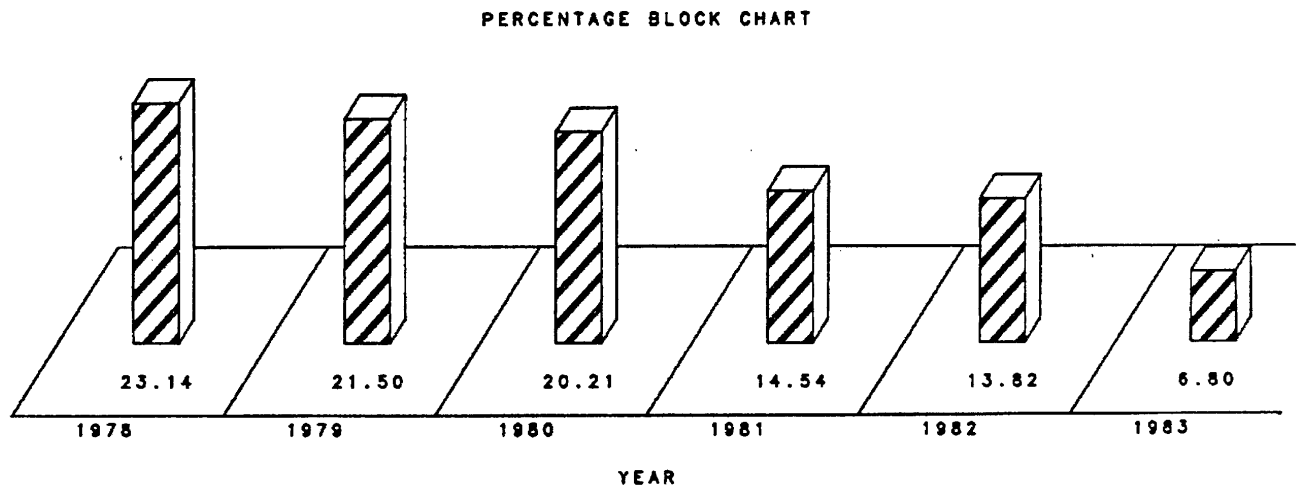
F=TERMINATION J=JOB FACTORS P=PERSONAL FACTORS  
R=RETIREMENT U=UNKNOWN REASON

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FISCAL YEARS

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## SEPARATION DURING EACH FISCAL YEAR



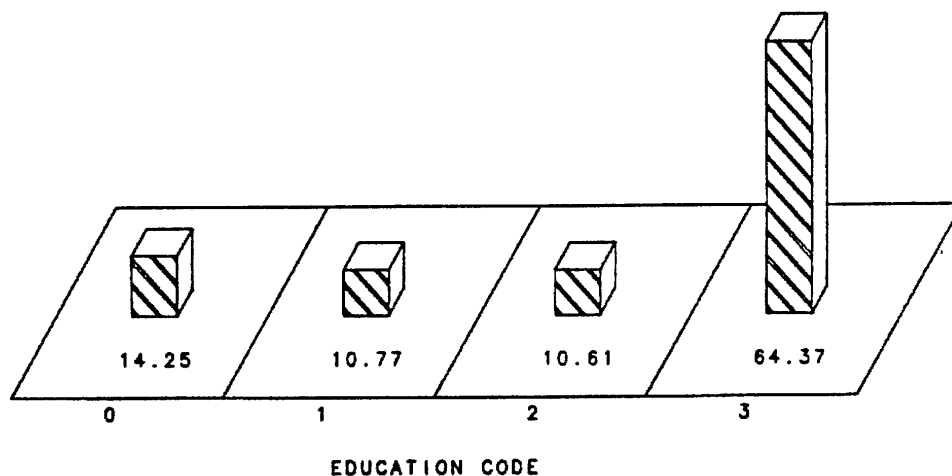
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EDUCATION LEVEL

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## SEPARATIONS AT EACH EDUCATION LEVEL

PERCENTAGE BLOCK CHART



LEGEND:

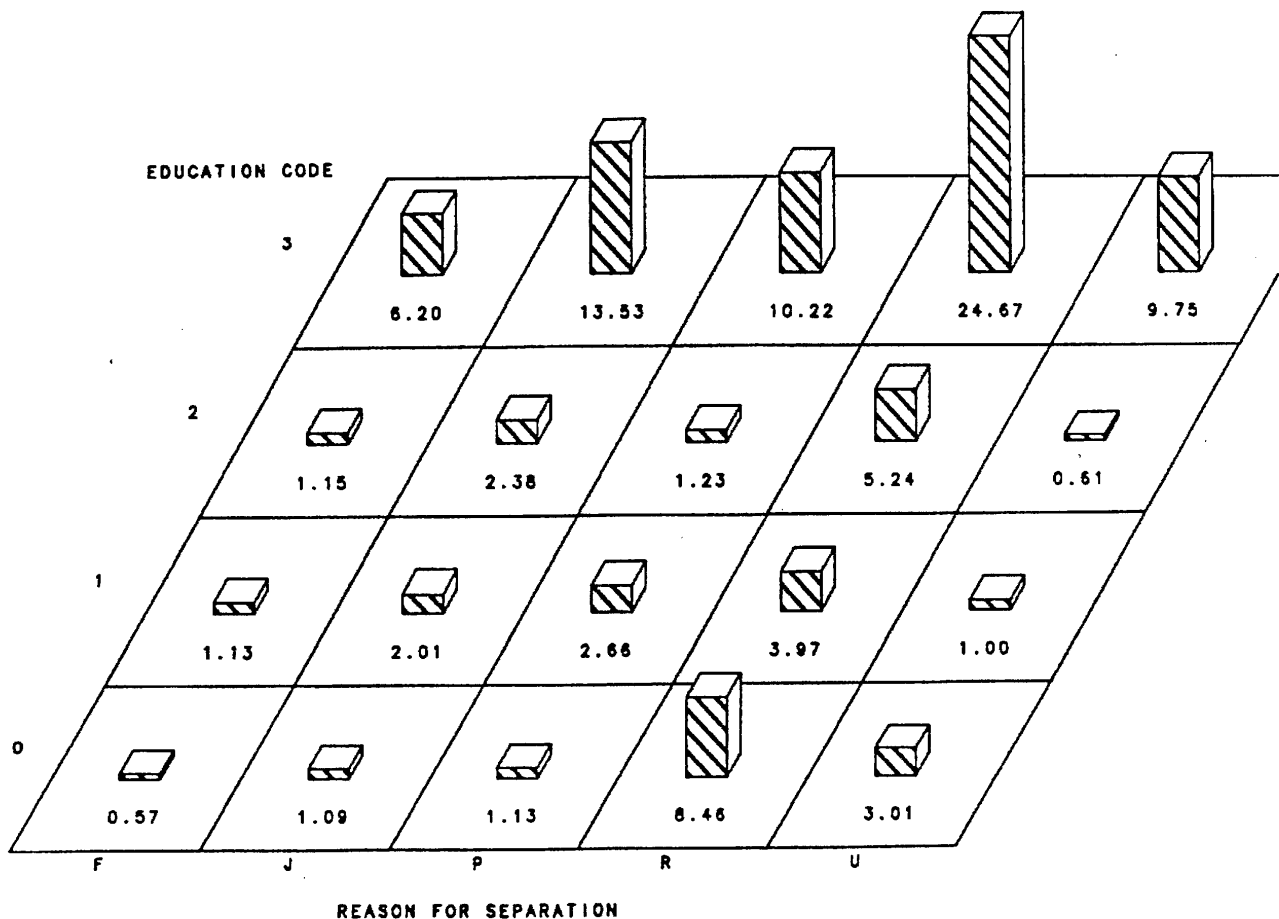
0=NO RECORD 1=HIGH SCHOOL 2=BACHELOR 3=ABOVE BACH.

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# SEPARATION REASONS FOR EACH EDUCATION LEVEL

PERCENTAGE BLOCK CHART



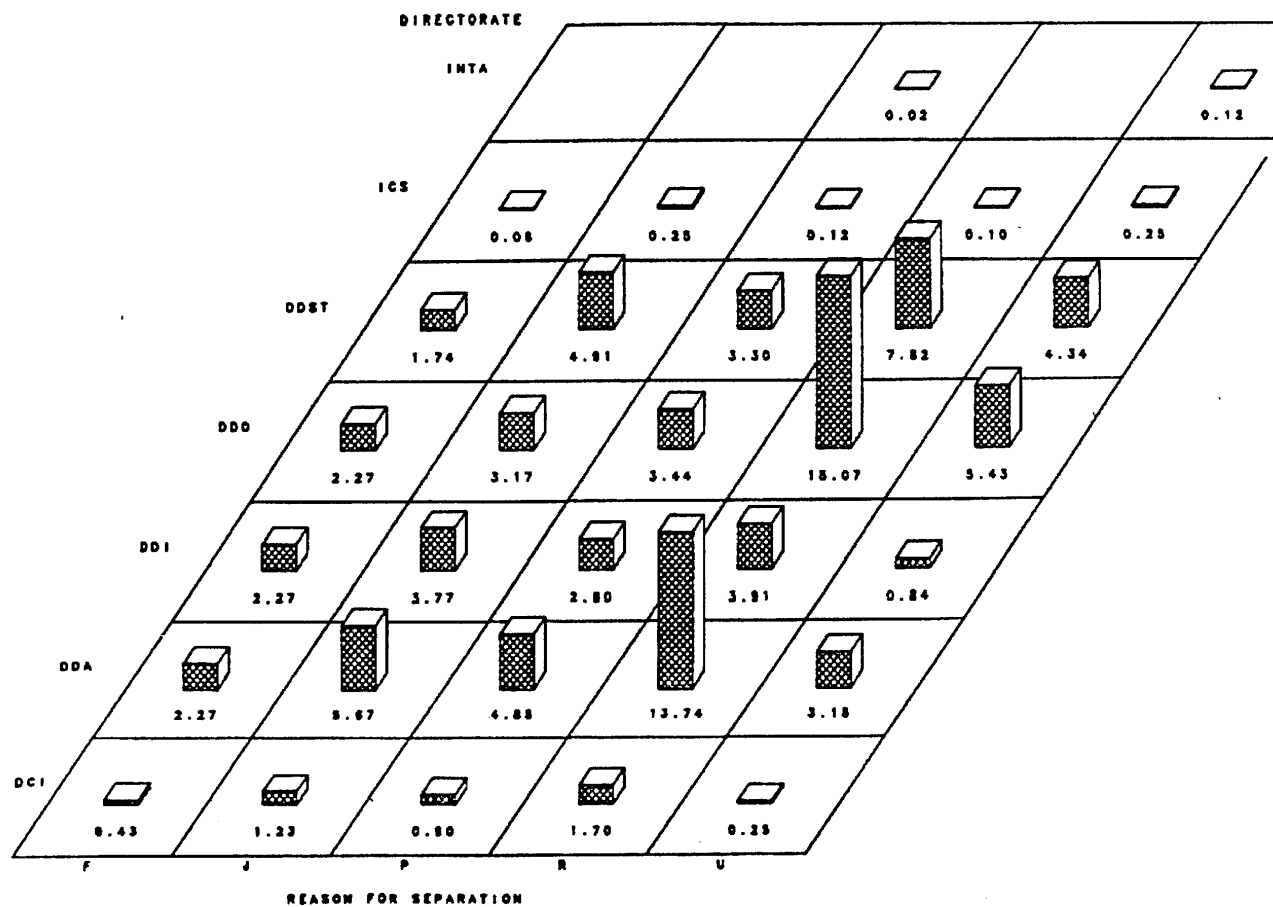
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DIRECTORATE

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## SEPARATION REASONS BY EACH DIRECTORATE



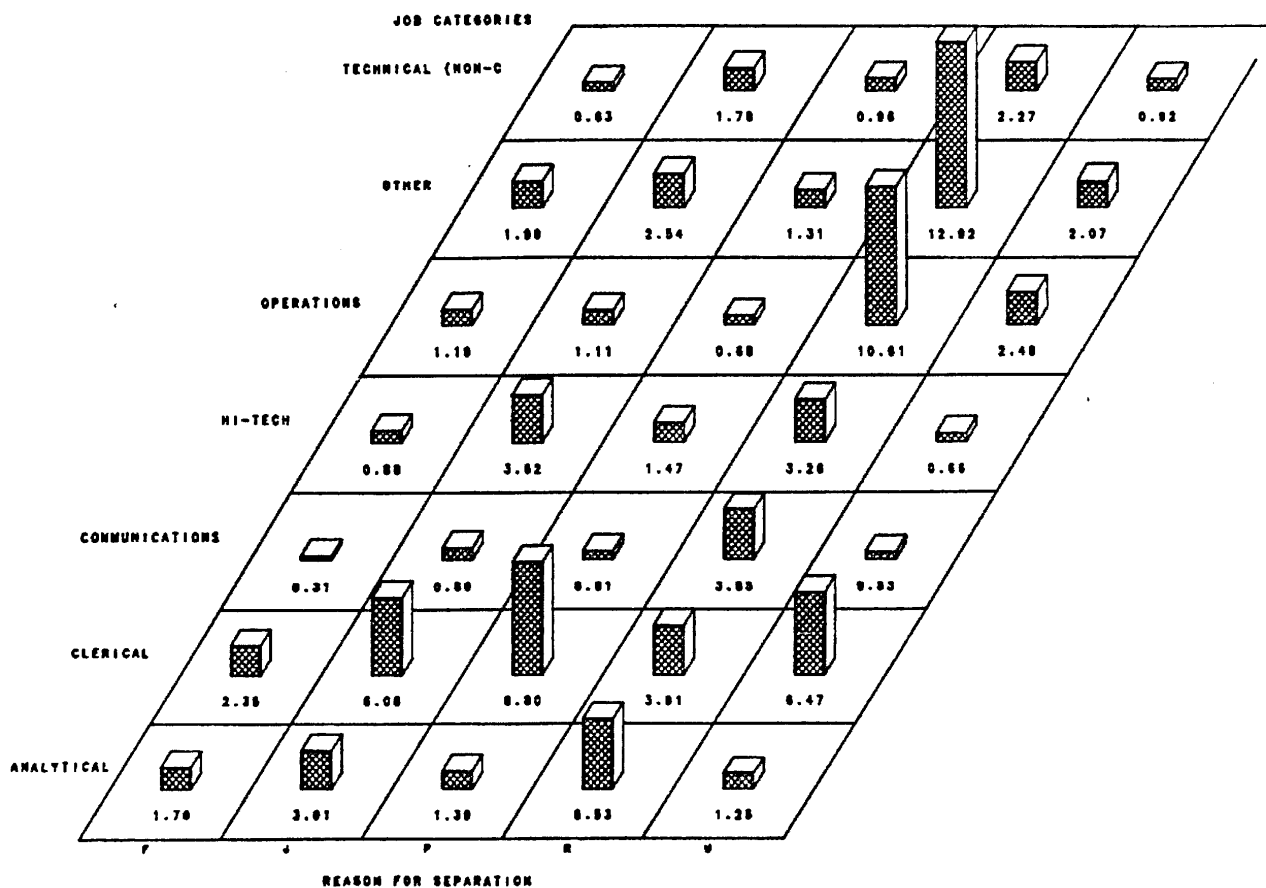
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OCCUPATIONAL GROUPS

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# SEPARATION REASON BY EACH OCCUPATIONAL GROUP

PERCENTAGE BLOCK CHART

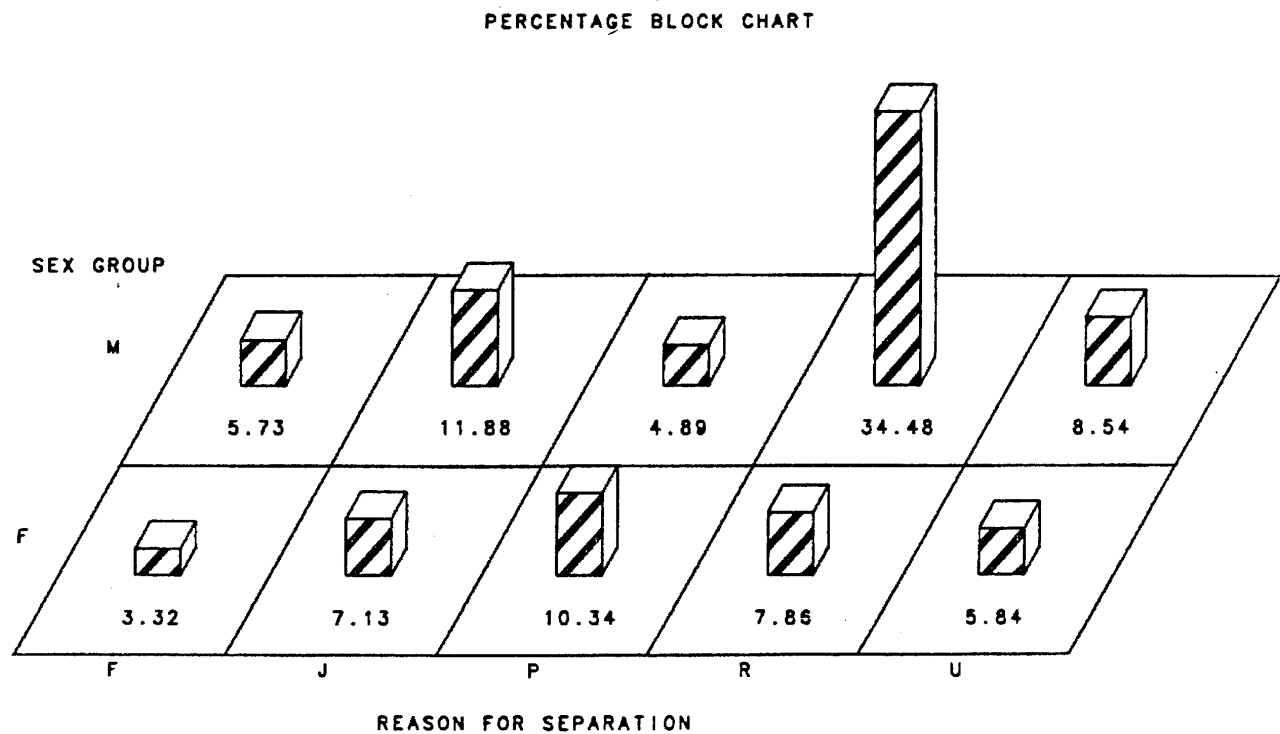


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SEX GROUPS

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## SEPARATION REASONS BY EACH SEX GROUP

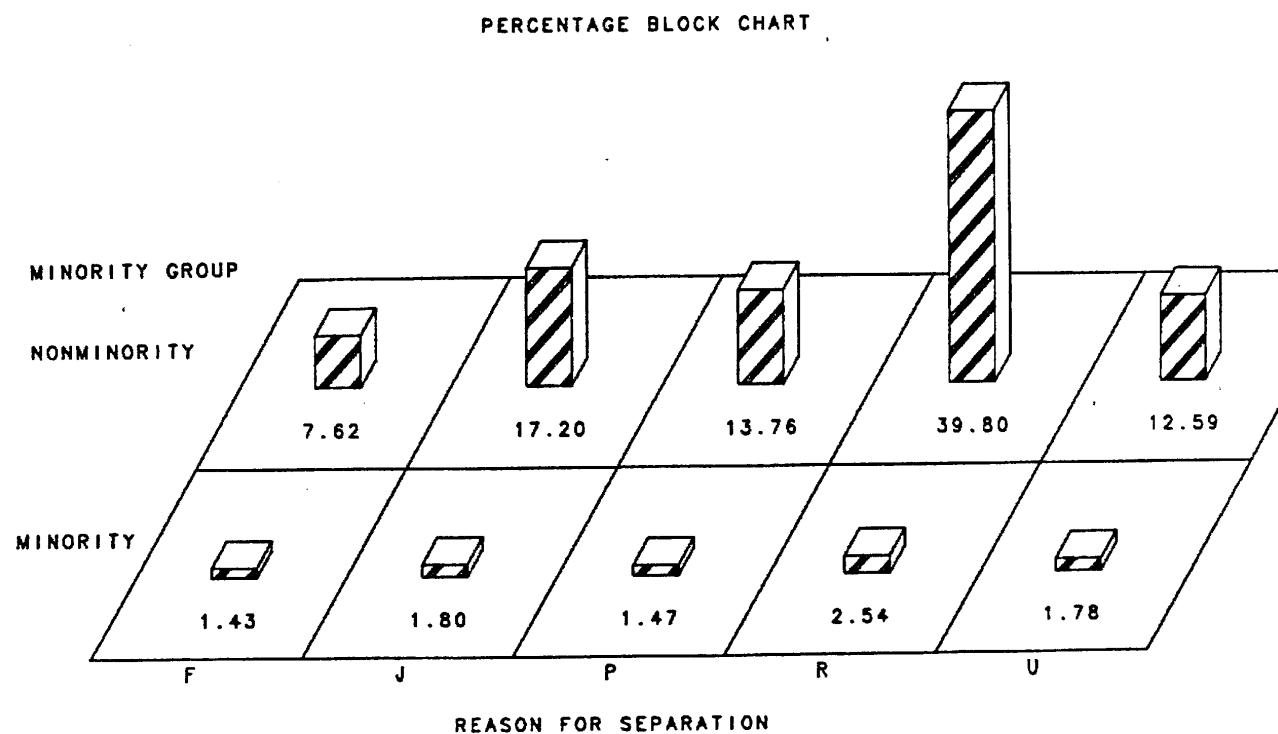


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MINORITY GROUPS

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## SEPARATION REASON BY MINORITY & NON-MINORITY GROUPS



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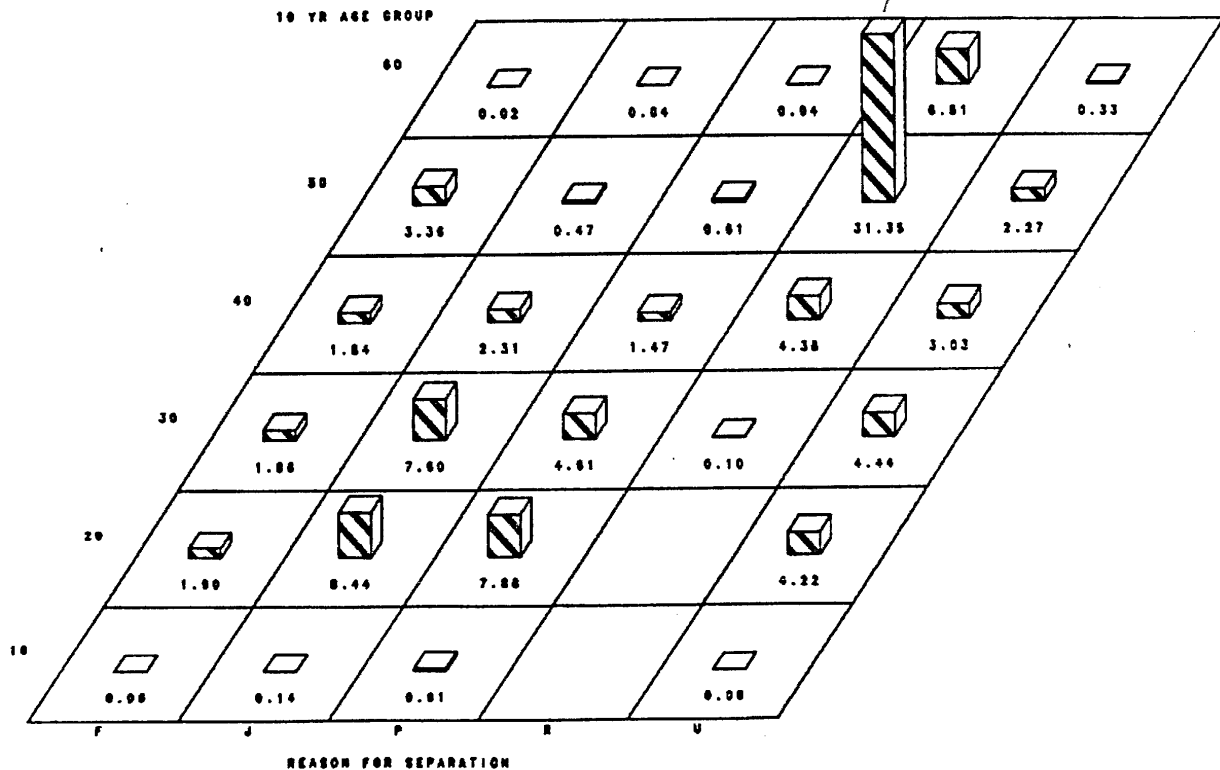


AGE GROUPS

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# SEPARATION REASONS BY TEN YEAR AGE GROUPS

PERCENTAGE BLOCK CHART

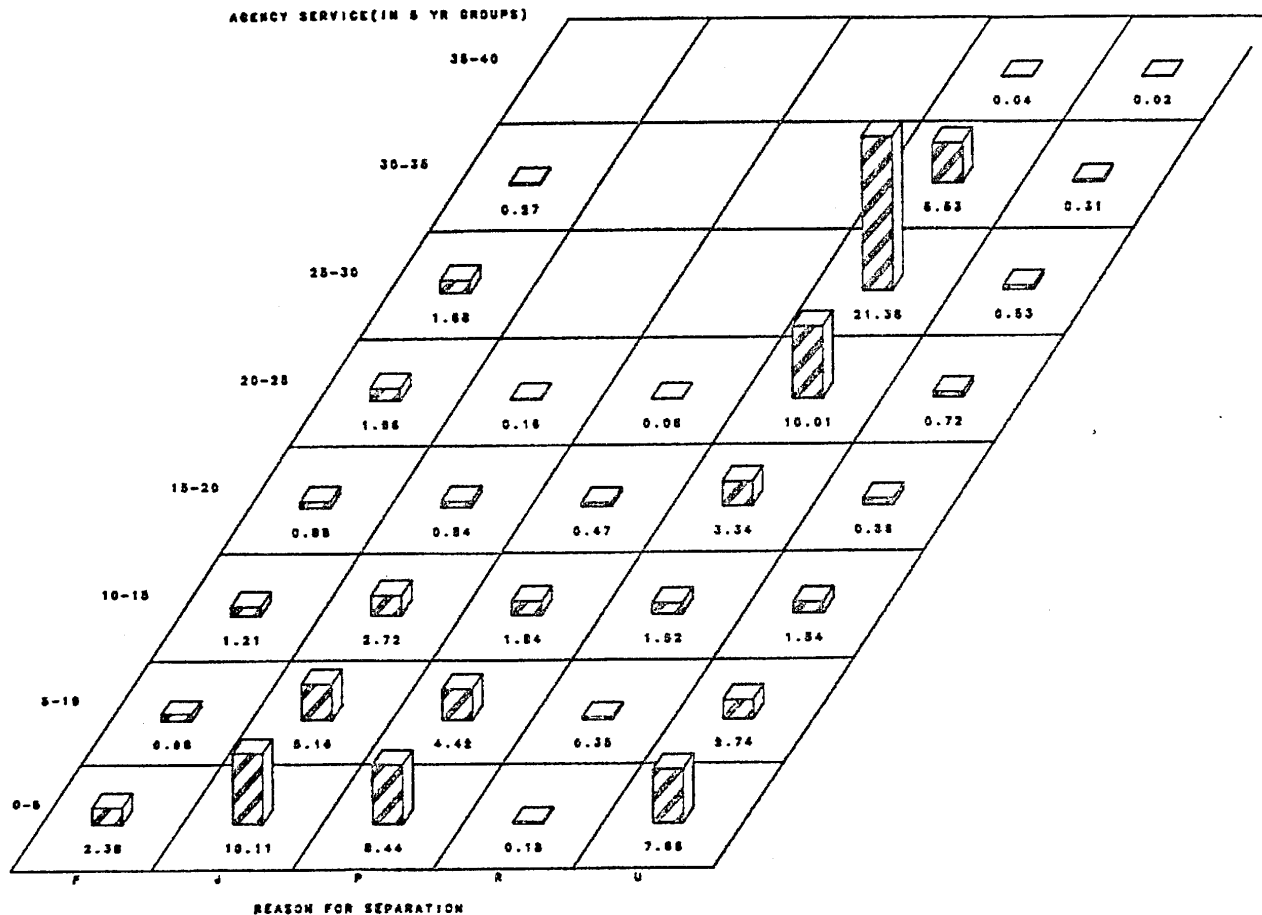


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AGENCY SERVICE

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# SEPARATION REASONS BY YEARS OF AGENCY SERVICE



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